

“making tracks”

Junee Shire’s

DRAFT Community Strategic Plan

This plan is forward thinking to 2034 and beyond. It is about looking forward and making sure that as a whole community we have embraced what we have today and made it better for future generations.

During the life of this plan Illabo Public School will celebrate 150 years since opening. Today the school serves the surrounding rural community and the village itself. The school has always enjoyed strong community support and this community strategic plan embodies the strengths that Illabo Public school thrives on – community and collaborative spirit.

There will be other celebrations of time and progress during the life of this plan but the Illabo Public School is symbolic of what this plans represents because the students there today are a key part of the future of Junee Shire. What we do now as a community will set up the future for today’s young people within the Shire.

Introductory message from the Mayor

I commend to you Junee Shire's Draft Community Strategic Plan.

Council wants your comments on this document and they must be submitted by 1 May 2017.

This Community Strategic Plan represents our community's vision for the future – your future and potentially your children's future. It is the “big picture” view of where our Shire is going, or where we would like to be going.

Remember also that this is not just about what Council can do. It includes everyone - you, me, State and Federal Governments, non-government agencies, volunteer organisations and charities. Anyone and everyone who can and should make a difference and has a stake in the future of Junee Shire.

To get the Community Strategic Plan to this point, a huge amount of consultation has already been undertaken. It is a distillation of all the hard work, all the “far and wide” consultation with our people, our town, our villages. Now is your last chance to fine tune the document before Council ratifies it and sets the goals for next ten and more years.

We would love to hear from you. This is a two-way street, Council genuinely wants to know what you think about our future. As a collective, we can achieve so much. So please, make your comments constructive and make a difference.

We look forward to hearing from you.



*Councillor Neil Smith
Mayor*

Photo (L-R): Cr Mark Cook, Cr Martin Holmes, Cr David Carter, Cr Matt Austin (Deputy Mayor), Cr Neil Smith (Mayor), Cr Pam Halliburton, Cr Robin Asmus, Cr Bob Callow, Cr Kerri Walker



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This document is a draft document to which Council seeks community feedback. The final document will contain images and diagrams to complement the text. Some explanatory “bubbles” have been included in this draft to assist the reader to understand the structure and context.

THE COMMUNITY'S VISION

“Junee will be a great place to live, with a healthy civic pride. That will come about because the amenity of the Shire – social, recreational, cultural, environmental and visual – is the best quality possible given our circumstances. There will be an increase in population because of this, with the increase made up of people who are net contributors to the community.

Junee will be prosperous and existing services and businesses will have been preserved and grown. The Shire will have economic development strategies recognising the different circumstances of urban and rural areas.

Junee will be a place where innovative, responsive leadership and management occur in all facets of community life. It will be an independent Local Government area with a strong sense of identity.”

COMMUNITY VALUES

The plan is mindful and acknowledges the community values that were previously developed with the community:

Proud and welcoming	We are proud of our Shire and as a friendly community we encourage and support new residents and business owners.
Innovative and progressive	We welcome new ideas and we seek to make changes that will improve the lifestyle to our community.
Inclusive	We have a perspective broader than the Shire boundary; our regional focus means we are tuned to the opportunities available through co-operation and partnerships.
Leadership and wisdom	We listen and act; we are prepared to take tough decisions in the best interest of the future of our people, our place and our economy.

COMMUNITY STRATEGIC PLAN (CSP)

This Community Strategic Plan describes where we, as a whole community working together, need to focus our energy to realise the vision and to take Junee Shire forward into the future. The plan is the community's plan. It has been developed with the community's input and identifies the roles that the community and Council will play to achieve the desired outcomes. The plan has four focus themes to capture the community's desire to be **liveable**, **prosperous**, **sustainable** and **collaborative**.

Each theme has two objectives and with each objective a number of strategies. Where Council has a role more detailed actions are outlined in Council's Delivery Program (4-year program) and Operational Plan (1-year plan and budget). In addition to Council meeting its external reporting commitments this plan features information sharing with the community to show progress and performance against the plan.

CSP THEMES ➡ OBJECTIVES ➡ STRATEGIES

An overall summary of the four themes, their supporting objectives and strategies is shown on this and the following page

Liveable

A liveable community is an inclusive place which provides for everyone – a place where we can be involved, healthy and active - a place of which we are proud - a place where others want to be – a great place to live

Objective 1 – To be healthy and active

- Strategy 1.1 - Have in place the right health services
- Strategy 1.2 - Encourage and enable healthy and inclusive lifestyle choices
- Strategy 1.3 - Provide the right places, spaces and activities

Objective 2 – To be a great place to live

- Strategy 2.1 - Enable viable localities and villages
- Strategy 2.2 - Build on our heritage, creativity and cultural expression
- Strategy 2.3 - Cater for our ageing population
- Strategy 2.4 - Create opportunities for and value people with a disability
- Strategy 2.5 - Support and create opportunities for our youth

Each of the four **themes** has a short narrative to succinctly describe or explain the theme's intent

Prosperous

A prosperous community provides people with choices and opportunities for investment, employment and learning - it focuses on the things that will attract visitors and new residents which in turn generate wealth and vibrancy in the community – it extracts more from what it already has - it is mindful of change and prepares itself to adapt for the future.

Objective 3 – To grow our local economy

- Strategy 3.1 - Plan for, develop and maintain the right assets and infrastructure
- Strategy 3.2 - Support our business sector
- Strategy 3.3 - Grow our tourism sector
- Strategy 3.4 - Promote our community as a place to visit and stay for longer
- Strategy 3.5 - Plan our land resources for the future
- Strategy 3.6 - Grow our population throughout our Shire

Objective 4 – To be a resilient community able to adapt for the future

- Strategy 4.1 - Build the capacity and skills of our community and workforce to meet, innovate and lead change
- Strategy 4.2 - Prepare and transition to the economy of the future

Under each theme there are two **objectives** and under each objective a number of **strategies**. The strategies will often have more specific **actions** attached to them which can be found in Council's **Delivery Program and Operational Plan**.

Sustainable

A sustainable community is characterised by an appreciation of its natural surroundings and biodiversity - this is supported by responsible planning and management practices which reduce the community's impact on the natural environment - a sustainable community also recognises the limited resources it has in terms of human, financial and built assets and puts practices in place to get the best from what it has.

Objective 5 – For our community and natural environment to be in harmony

Strategy 5.1 - Encourage respectful planning, balanced growth and good design

Strategy 5.2 - Plan for and respond to our changing environment

Strategy 5.3 - Protect, conserve and maintain our natural assets

Objective 6 – To use and manage our resources wisely (human, financial and built assets)

Strategy 6.1 - Council is accountable and financially sustainable

Strategy 6.2 - Embrace energy efficiency and industrial ecology principles

Strategy 6.3 - Manage our built assets with asset management planning

Strategy 6.4 - Reduce, reuse and recover waste

Collaborative

A collaborative community is an informed and involved community which recognises the need for shared responsibility to achieve outcomes - it recognises the need for and the importance of volunteers - capable leaders within Council and the community work together guided by plans made for the future and within a framework of good governance.

Objective 7 – To be an engaged and connected community

Strategy 7.1 - Encourage an informed and involved community

Strategy 7.2 - Support volunteers to contribute to the community's sustainability

Strategy 7.3 - Build on our sense of community

Objective 8 – To work together to achieve our goals

Strategy 8.1 - Build strong relationships and shared responsibilities

Strategy 8.2 - Work in partnership to plan for the future

Strategy 8.3 - Provide representative, responsive and accountable community governance and leadership

Liveable

A liveable community is an inclusive place which provides for everyone – a place where we can be involved, healthy and active - a place of which we are proud - a place where others want to be – a great place to live

Objective 1 – To be healthy and active

Objective 2 – To be a great place to live

Each theme is presented again on its own summary page and on the pages following more detail to each objective is provided

THEME: Liveable

OBJECTIVE 1: To be healthy and active

Each **objective** has a short narrative to succinctly describe or explain its meaning. The objective will be achieved by implementing the **strategies** which are listed underneath.

We have access to a range of health care services and we are supported in living a healthy and active life through opportunity to participate in a range of recreational activities.

How will this be achieved?

- 1.1 Have in place the right health services**
- 1.2 Encourage and enable healthy and inclusive lifestyle choices**
- 1.3 Provide the right places, spaces and activities**

The roles that the **community** and **Council** play in support of the objective and implementation of the strategies are listed here. Council's role is provided in more detail in Council's **Delivery Program and Operational Plan** (separate document).

Community role

- Use local health services when possible
- Be physically active – walk, cycle, swim or play a sport
- Embrace a healthy lifestyle and encourage others to do the same
- Have regular health checks
- Have a good work/life balance
- Increase knowledge on healthy living
- Use local recreational facilities, parks, and the cycle/foot path network for healthy activity

Council role

- Provide community transport services
- Support local sporting groups and clubs
- Provide recreational space and infrastructure to meet changing needs
- Maintain and expand the cycle/foot path network
- Support community events providing physical and mental stimulation
- Advocate for enhanced health services that reflect community need
- Provide programs at Junee Junction Recreation and Aquatic Centre
- Monitor and regulate environmental and food safety standards
- Improve awareness and information about cycle/foot path network and recreational facilities

Who else can help the Community and Council to achieve this outcome?

- Junee Community Centre
- Junee Medical Centre
- NSW Health
- Department of Family and Community Services
- Junee Sports Committee
- Transport for NSW
- NSW Sport and Recreation

The community and Council do not have the resources or expertise to achieve everything in the Community Strategic Plan. This section identifies other agencies and stakeholders that can help achieve the objective.

THEME: Liveable

OBJECTIVE 2: To be a great place to live

We have a strong sense of community and a choice of lifestyles. We recognise the depth in our community and look after the aged as well as creating a place that encourages and retains our young.

How will this be achieved?

2.1 Enable viable localities and villages

2.2 Build on our heritage, creativity and cultural expression

2.3 Cater for our ageing population

2.4 Create opportunities for and value people with a disability

2.5 Support and create opportunities for our youth

Community role

- Respect others and their rights
- Participation in community events and celebrations
- Support youth and promote positive youth role models
- Volunteer for community based clubs or activities
- Mentor our youth
- Support local business

Council role

- Village development plans
- Retain a Heritage Conservation Area
- Support the operation of the Athenium and Broadway Museum
- Create safe communities in partnership with key stakeholders
- Coordinate and promote community events and celebrations
- Encourage involvement in the arts and culture
- Provide community services (community transport, family day care and library)
- Coordinate Youth Council and school holiday program
- Manage built assets according to asset management plans
- Advocate and plan for improved social, health and housing outcomes
- Advocate and plan for improved aged living options
- Develop and implement the Disability Inclusion Action Plan

Who else can help the Community and Council to achieve this outcome?

- Junee Community Centre
- Department of Education
- Department of Family and Community Services
- Department of Housing
- TAFE Riverina Institute
- Riverina Community College
- NSW Health
- Transport for NSW
- Schools
- Churches

Prosperous

A prosperous community provides people with choices and opportunities for investment, employment and learning - it focuses on the things that will attract visitors and new residents which in turn will generate wealth and vibrancy in the community – it extracts more from what it already has - it is mindful of change and prepares itself to adapt for the future.

Objective 3 – To grow our local economy

Objective 4 – To be a resilient community able to adapt for the future

THEME: Prosperous

OBJECTIVE 3: To grow our local economy

We recognise that our local economy is influenced by our existing industries and our proximity to Wagga Wagga and other neighbouring Shires. Whilst continuing to proactively work with new and existing businesses we believe that tourism and population growth, due to lifestyle choices, are core to growing our economy in the future.

How will this be achieved?

3.1 Plan for, develop and maintain the right assets and infrastructure

3.2 Support our business sector

3.3 Grow our tourism sector

3.4 Promote our community as a place to visit and stay for longer

3.5 Plan our land resources for the future

3.6 Grow our population throughout our Shire

Community role

- Shop locally
- Use local service providers
- Promote Junee Shire to the outside world
- Welcome visitors
- Support and enjoy local entertainment options
- Participate in tourism events
- Encourage visiting family and friends to participate in local activities and support businesses

Council role

- Provide and maintain the road network
- Provide and maintain public infrastructure
- Facilitate a Tourism network group
- Support Junee Business & Trades Inc.
- Develop and maintain the Junee brand
- Proactively plan for population growth
- Proactively work with new and existing business to identify and progress opportunities

Who else can help the Community and Council to achieve this outcome?

- Junee Business & Trades Inc.
- NSW Department of Industry
- NSW Business Chamber
- Destination NSW
- Transport for NSW
- NSW Roads and Maritime Services

THEME: Prosperous

OBJECTIVE 4: To be a resilient community able to adapt for the future

Recognising our role in the regional economy, we will work collaboratively to adapt for the future.

How will this be achieved?

4.1 Build the capacity and skills of our community and workforce to meet, innovate and lead change

4.2 Prepare and transition to the economy of the future

Community role

- Accept that the world and local economy is changing
- Act on opportunities as they present themselves
- Be open to being involved in new training and educational opportunities

Council role

- Facilitate an ongoing discussion about change and innovation
- Innovative Council services
- Partner with education/training providers to create opportunities for changing workforce needs

Who else can help the Community and Council to achieve this outcome?

-
- | | |
|---|--|
| <ul style="list-style-type: none">• NSW Business Chamber• Junee Business & Trades Inc.• Junee Community Centre• Riverina Community College | <ul style="list-style-type: none">• TAFE Riverina Institute• Charles Sturt University• Schools |
|---|--|

Sustainable

A sustainable community is characterised by an appreciation of its natural surroundings and biodiversity - this is supported by responsible planning and management practices which reduce the community's impact on the natural environment - a sustainable community also recognises the limited resources it has in terms of human, financial and built assets and puts practices in place to get the best from what it has.

Objective 5 – For our community and natural environment to be in harmony

Objective 6 – To use and manage our resources wisely (human, financial and built assets)

THEME: Sustainable

OBJECTIVE 5: For our community and natural environment to be in harmony

We value our natural environment and understand how we impact on it, such that we make wise decisions for the benefit of future generations

How will this be achieved?

5.1 Encourage respectful planning, balanced growth and good design

5.2 Plan for and respond to our changing environment

5.3 Protect, conserve and maintain our natural assets

Community role

- Take ownership of and protect the natural environment
- Employ best practice land management on private property
- Be open to new technologies and opportunities

Council role

- Maintain informed land-use plans
- Manage growth and development
- Encourage innovative, sustainable development
- Plan for impacts of a changing climate
- Support local emergency services
- Maintain and improve our environmental assets
- Manage external impacts such as noxious weeds
- Promote our natural resources for education and recreation purposes

Who else can help the Community and Council to achieve this outcome?

- NSW Environment & Heritage
- NSW Planning & Environment
- Department of Primary Industries
- Charles Sturt University
- TAFE Riverina Institute
- Department of Education
- Landcare NSW
- NSW Farmers
- Rural Fire Service
- Local Land Services

THEME: Sustainable

OBJECTIVE 6: To use and manage our resources wisely (human, financial and built assets)

We recognise the limited resources we have and take responsibility to ensure they are used effectively so as to get the best value today and for future generations

How will this be achieved?

6.1 Council is accountable and financially sustainable

6.2 Embrace energy efficiency and industrial ecology principles

6.3 Manage our built assets with asset management plans

6.4 Reduce, reuse and recover waste

Community role

- Reduce, reuse, recycle waste
- Think energy reduction
- Be water wise

Council role

- Provide waste and recycling services
- Promote initiatives to reduce water, energy and waste
- Plan for a sustainable future
- Allocation of Council revenue
- Maintain and improve public buildings and infrastructure

Who else can help the Community and Council to achieve this outcome?

- Department of Planning & Environment
- NSW Environment & Heritage
- Department of Primary Industries
- Office of Local Government

Collaborative

A collaborative community is an informed and involved community which recognises the need for shared responsibility to achieve outcomes - it recognises the need for and the importance of volunteers - capable leaders within Council and the community working together guided by plans made for the future and within a framework of good governance.

Objective 7 – To be an engaged and connected community

Objective 8 – To work together to achieve our goals

THEME: Collaborative

OBJECTIVE 7: To be an engaged and connected community

We recognise that we can influence our community’s future by being informed, participating in decision making and volunteering our time and expertise.

How will this be achieved?

7.1 Encourage an informed and involved community

7.2 Support volunteers to contribute to the community’s sustainability

7.3 Build on our sense of community

Community role

- Proactively look for information
- Provide feedback to Council and others
- Be involved in community activities and with community groups and organisations
- Volunteer spare time

Council role

- Provide regular information
- Provide quality customer service
- Active engagement between Council, the community and other stakeholders
- Value and consider feedback
- Support and connect volunteers, community groups and organisations

Who else can help the Community and Council to achieve this outcome?

- Local progress and community groups/associations
- Junee Community Centre

THEME: Collaborative

OBJECTIVE 8: To work together to achieve our goals

We share our knowledge and experience so that future plans are informed and we can share in the responsibility for achieving the agreed outcomes. We support and respect our community leaders who then act on our behalf.

How will this be achieved?

8.1 Build strong relationships and shared responsibilities

8.2 Work in partnership to plan for the future

8.3 Provide representative, responsive and accountable community governance and leadership

Community role

- Provide input to Council's planning
- Be involved in the community
- Support hardworking volunteer organisations
- Respectful conversations

Council role

- Partnerships with other forms of government and regional organisations
- Support the Mayor and Councillors in their role
- Open and transparent business activity meeting legislative and statutory requirements
- Act with the whole community in mind
- Responsive to input from others
- Manage expectations
- Implement the Community Strategic Plan
- Respectful conversations

Who else can help the Community and Council to achieve this outcome?

- Office of Local Government
- Local progress/community groups and associations

How will we know if we are “on track”?

Progress towards achieving the objectives will be measured against indicators and reported twice yearly to Council. Each year the Annual Report will include the status and progress with the Community Strategic Plan as will the End of Term Report prior to the next Councillor election in September 2020.

Where to next?

This draft plan will be on public exhibition from 1 April 2017 until 1 May 2017. Comments received during that time will be considered and a final draft document presented to Council at its meeting in May 2017.

For more information about the Junee Shire Community Strategic Plan, please contact Council on (02) 6924 8100, send us a message on Facebook: www.facebook.com/JuneeShireCouncil, visit our website at www.junee.nsw.gov.au or email us at customerserviceteam@junee.nsw.gov.au

Residents can also submit comments in person at the Council offices at 29 Belmore Street Junee, via email at customerserviceteam@junee.nsw.gov.au, in writing to Junee Shire Council to PO Box 93 Junee NSW 2663 or over the phone on (02) 6924 8100.